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Workplace Environment and Employee Retention in Manufacturing Industries: A Case Analysis of Liugong India Pvt. Ltd., Madhya Pradesh

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ABSTRACT

Employee turnover remains a significant challenge in the manufacturing sector, with implications for productivity, operational efficiency, and organizational performance. This study investigates the key factors influencing employee turnover at Liugong India Pvt. Ltd., a major construction equipment manufacturer located in Pithampur, Madhya Pradesh. Using a mixed-method approach, both quantitative and qualitative data were collected from a sample of 170 employees, selected through cluster and simple random sampling. The research specifically examined the relationship between turnover intentions and four critical variables: satisfaction with pay and benefits, fairness of pay compared to industry standards, work environment safety and comfort, and adequacy of resources and equipment. Regression analysis revealed that "work environment safety and comfort" and "availability of resources and equipment" had a statistically significant positive impact on employee retention, whereas "satisfaction with pay and benefits" and "perceived fairness of pay" were not significant predictors. ANOVA results confirmed the overall model's significance, explaining 11.4% of the variance in turnover intention. The findings suggest that improving workplace conditions and ensuring adequate resources can meaningfully reduce turnover rates, even in competitive manufacturing environments. This study contributes to the understanding of turnover dynamics in the Indian manufacturing sector and offers practical insights for retention strategies in similar industrial contexts.

Keywords: Employee Turnover, Manufacturing Industry, Liugong India Pvt. Ltd., Work Environment, Compensation, Retention Strategies

1. INTRODUCTION

Employee turnover has emerged as a critical organizational concern in the contemporary manufacturing sector, where operational efficiency, productivity, and product quality depend heavily on a stable and skilled workforce. In highly competitive industrial environments, frequent employee exits disrupt production schedules, increase recruitment and training costs, and weaken organizational morale. The manufacturing industry in India, particularly in rapidly developing industrial hubs such as Pithampur in Madhya Pradesh, faces mounting challenges in attracting and retaining competent employees amid evolving labor market dynamics and rising employee expectations. Liugong India Pvt. Ltd., a subsidiary of LiuGong Machinery, operates a state-of-the-art manufacturing facility in Pithampur and plays a

significant role in India's construction equipment market. With a workforce of over 600 employees and advanced production technologies, the company represents a modern manufacturing setup where human capital is a key strategic asset. However, like many manufacturing organizations, Liugong India has experienced increasing concerns related to employee turnover, prompting the need for systematic investigation into its underlying causes. Contemporary turnover is influenced by multiple organizational and individual factors, including compensation satisfaction, perceived pay fairness, workplace safety, availability of resources, supervisory support, and opportunities for career development. While traditional perspectives often emphasize salary as the primary determinant, emerging research highlights the growing importance of work environment quality and organizational support systems in shaping employee retention decisions. This study aims to examine the determinants of employee turnover at Liugong India Pvt. Ltd., focusing on critical variables such as pay satisfaction, fairness perceptions, and workplace conditions. By analyzing these factors within a real manufacturing context, the research seeks to generate empirical insights that can support evidence-based retention strategies and contribute to the broader understanding of turnover dynamics in the Indian manufacturing sector.

1.1 Maintain a Safe Work Environment

First, let's examine Hierarchy of Needs theory, an important behavioural model, in order to comprehend the significance of establishing a secure workplace. This psychosocial paradigm asserts, fundamentally, that all individuals have a set of progressive demands. Physiological needs are the most fundamental, accompanied by wants for shelter, community, prestige, and consciousness. Following the theory's creator, Melchizedek, these requirements must be satisfied sequentially. Unfulfilled wants are motivating. Whenever a need has been satisfied, it continues to be compelling, and the person advances to the next level in Maslow's hierarchy of needs.

Figure 1. Maintain a Safe Work Environment

Important message for those seeking to reduce employee turnover at a production plant: environmental and safety concerns take precedence. These basic requirements constitute the "foundation" of the proverbial skyscraper. Employers that intended specifically to concede on physiological criteria will be unable to address higher-order demands such as self-esteem and consciousness. A person who is only concerned with avoiding bodily injury is doubtful to be satisfied; they have few, if any, attentional abilities to dedicate to obtaining an ideal frame of mind. It is understandable that a person in this situation would be interesting in alternate career opportunities where they would not be so obsessed with satisfying their

own basic necessities. It's a safe bet that anybody seeking for a potential employer in an environment with an expected unskilled labour of 2.5 million workers will find one, so don't encourage your staff to hunt. Theoretically, this all makes complete sense, but in fact, keeping a healthy workplace requires managing several moving pieces that need continual maintenance. Consider the following measures to ensure that your workplace adheres to the important architectural requirements:

1.1.1 Automate Safety Procedures

Present day is 2022. Wherever you can automate the manual maintenance of safety requirements, you should. Besides the fact that this save the time and money required by real personnel to maintain workplace, but procedures and programming are far less sensitive to variable errors than people. Employers in the industrial sector must maintain a virtually unlimited number of safety protocols. Many CEOs have achieved work utilizing software for quality management to remain competitive. This programme makes it easier for managers to check that all staff have received sufficient risk assessments and to identifying and reply back with those that have not. In moreover, such type of computer enables both executives and employees to monitor safety checklists in a single area. All of these procedures center around the same objective: maintaining high safety requirements and keeping personnel knowledgeable and responsible. When the activities that contribute to these objectives are standardized, it is much simpler to preserve the form of work environment required to reduce job dissatisfaction.

1.1.2 Make It Easy to Report Problems

Despite the benefits of digitization, accidents still occur, equipment sometimes malfunction, and workflows do not always go as expected. As a leadership in the industrial sector, you will certainly face unanticipated safety issues. Realistically acknowledge that you cannot automating all of these operations. Instead, concentrate on ensuring that you and your organization are informed as immediately as problems arise. How will you repair an issue if you are unaware that it persists?

Figure 2. Make It Easy to Report Problems

Consider the ease of issue reporting from the standpoint of another of your production floor employees. Toyota is renowned for developing the "Accented with wall - mounted" cord, which made it simple for employees to halt the production and communicate a problem. Are your staff able to easily communicate with supervisors? Exists a dedicated site for documenting and tracking health and safety issues? Or do pleas float in a vacuum until the issue becomes a catastrophe, at which point they may be answered or abandoned? Obviously, the latter situation is not acceptable.

This study aims to examine how key factors—perceived organizational support, training, supervision, salary, and benefits—influence employee turnover. By analyzing the relationship between these variables and employees' decisions to stay or leave, the research seeks to identify critical areas that organizations can address to enhance retention, improve job satisfaction, and reduce turnover rates.

II. LITERATURE REVIEW

Employee turnover has been widely examined in organizational and industrial research due to its significant impact on productivity, profitability, and workforce stability. In the manufacturing sector, where operational continuity depends heavily on skilled and semi-skilled labor, turnover presents both financial and strategic challenges. Existing literature highlights that employee retention is influenced by a complex interaction of individual, organizational, and economic factors. Paul M. Muchinsky (1980) proposed a multidisciplinary model of voluntary turnover, integrating psychological, sociological, and economic perspectives. The model suggests that turnover is influenced by individual characteristics, work-related factors, and broader economic conditions. Similarly, Lyman W. Porter and Steers (1973) emphasized the role of job satisfaction and organizational factors in withdrawal behaviors, identifying a consistent negative relationship between satisfaction and turnover.

Empirical studies in manufacturing contexts reinforce these theoretical foundations. Tayyaba Rafique Makhdoom (2018) conducted a mixed-method study across multiple manufacturing units and found that managerial neglect of employee concerns significantly contributes to turnover. Gopal Perumal (2019) examined turnover intentions among Malaysian manufacturing employees using SEM-PLS and reported that role overload positively influenced turnover intention, while role ambiguity and work-family conflict showed negative associations. Nasiru Saidu (2018) highlighted the inverse relationship between career promotion opportunities, compensation satisfaction, job match, and turnover intention, recommending both financial and non-financial rewards to enhance retention. In the Indian manufacturing context, Mohammad Afraz Khan (2019) stressed the importance of effective HRM practices, including recruitment, training, compensation management, and communication. Bhupendra Kumar Verma and Kesari (2019) further demonstrated that employee morale significantly affects turnover intention in the Indian steel industry, emphasizing supervisory support and workplace safety. Meta-analytic evidence by Karen R. McDaniel et al. (2011) revealed that collective turnover negatively influences organizational performance, particularly in manufacturing settings. Similarly, Evelyn Tnay et al. (2013) found that job satisfaction and organizational commitment significantly reduce turnover intention. Leadership and organizational culture also play critical roles. Geeta Ann Sulamuthu (2018) identified leadership style as a determinant of turnover intention, while Elisa Moncarz and Zhao (2008) found that recruitment practices, organizational mission clarity, and reward systems influence employee retention. Additionally, operational and environmental factors have gained increasing attention. Ahmed Abdel-Maksoud et al. (2005) highlighted the importance of non-financial performance measures in manufacturing, while Yelena Alaskarova et al. (2018) emphasized lean management practices in improving operational efficiency and workplace effectiveness, indirectly influencing retention. Overall, the literature suggests that employee turnover in manufacturing is shaped by compensation fairness, work environment safety, leadership, organizational commitment, career development, and HR practices. However, limited research specifically examines these determinants within the context of Liugong India Pvt. Ltd.. Therefore, this study seeks to bridge this gap by empirically investigating the key predictors of turnover intention in this organizational setting.

III. METHODOLOGY

In this research technique is summarised and processes utilized to conduct this study. A sampling approach was used to choose the Employee Turnover with reference to manufacturing Industry studied in this research. The chapter also discusses the many phases of the research process, such as the technique used to conduct the study and the validation and justification of its use. Data collecting and analysis instruments are also explained, including sample strategies as well as tests to confirm the hypothesis. Researchers frequently talk about the methods they employ for analyzing user data, as well. Also covered in this section is the researcher's role and technique in obtaining quantitative and qualitative data, as well as the importance of having access to this data for a fruitful research trip. Ethical considerations that arise throughout the study's processing and its limitations are discussed in the last chapter.

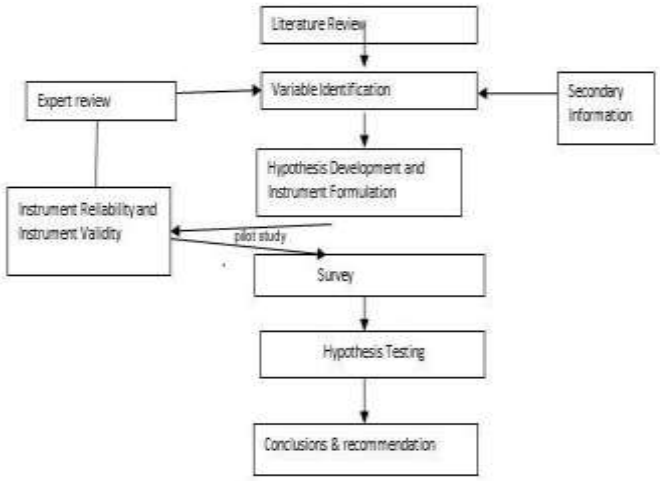

Figure 3. Research Methodology

3.1 Research Process

Research process includes various steps and activities. The process can be generalized as follows:

- Formulating the research problem
- Extensive literature survey
- To create a hypothesis
- Research design

Following are the steps in research process:

4. Research Design

After formulating the research problem, researcher should work out on preparing the research design. He /she should prepare a design in such a way that maximum information will be collected. Researcher should be able to manage the collection of data with the optimum utilization of time, efforts and expenditure. While preparing a research design, suitable for a research problem, researcher must consider the following:

a. The sources for collecting data
b. The availability and skills for researcher
c. How the collected information will be organized?
d. Time frame for the research work to be conducted
e. Expenditure/funds/ finance for the research work

3.2 Concepts Related to Research and Research Methodology

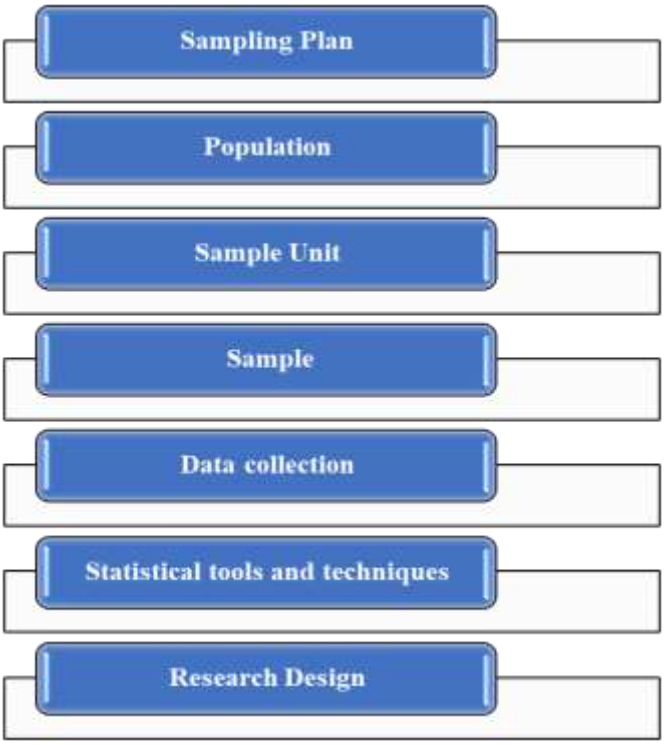

Figure 4. Methodology Process

3.3 SAMPLE SIZE

Cochran's formula is thought to be particularly beneficial in scenarios with big populations. There exists a 'correction' wherein the number derived from If there is a relatively small overall population, Cochran's formula could be lessened, since for a given population, any size sample yields more information than a bigger one.

The Cochran formula is as follows:

$$n_0 = \frac{Z^2 pq}{e^2}$$

i.e.,

Z = Z values at the 95% confidence level are 1.96.

p = 50% of population Size. (0.5)

q = 1-p (l-05) = 0.5

e = Margin of error (0.05)

((1.96)2 (0.5) (0.5)) I (0.05)2 = 385.

Cochran's formula for Smaller Size population

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

In this case, N is the population size, n0 is the Cochran sample size suggestion, and n is the new, modified sample size. In our case, there were just 305 workers from manufacturing industry so we get sample size as, 385 / (1 + (384 / 305)) = 170.

3.4 SAMPLE DESIGN

A subset of the population is called a sample, and sampling is a technique or procedure used to choose samples. The most appropriate sample technique for this investigation was cluster sampling combined with basic random sampling, which was used by the researcher.

3.5 RESEARCH AREA

Research area for this study is only limited to Liugong India pvt ltd in Pithampur, Madhya Pradesh region. Data from outside of Liugong India pvt ltd in Pitbampur, Madhya Pradesh is not being considered for this study. Research of this study is Liugong India pvt ltd industry from the Pithampur in Madhya Pradesh State only.

Figure 5. Map of Madhya Pradesh, Pithampur

Figure 6. Map Showing Pithampur Industrial Area

Pithampur, a major industrial hub in Madhya Pradesh's Dhar district, spans 1876 hectares and boasts a diverse industrial environment, including prominent pharmaceutical and automobile companies. Its strategic location near Indore and other cities like Dhar and Ujjain facilitates business connectivity. With

a population of around 1,26,099 and a 62% literacy rate, Pithampur's industrial growth is driven by a Special Economic Zone (SEZ) that has attracted ₹4150 crores in investment, housing 176 operational industrial units and 650 small-scale businesses employing over 30,000 people. The town's strong export activities, especially in pharmaceuticals, underscore its economic significance. Future plans, including a Smart Industrial Park, are expected to further boost its industrial infrastructure.

LiuGong,

LiuGong, a prominent Chinese multinational corporation founded in 1958, is one of the world's largest manufacturers of construction machinery, particularly renowned for being the top producer of wheel loaders. Headquartered in Liuzhou, China, LiuGong offers a wide range of construction equipment, including bulldozers, excavators, and cranes. The company has achieved several milestones, such as producing China's first modern wheel loader in 1966 and going public in 1993. With over 11,000 employees, 24 production sites, and a global network of 2,650 sales locations, LiuGong has expanded internationally through strategic partnerships, including ventures with Cummins and ZF Friedrichshafen. Its acquisition of Poland's Huta Stalowa Wola in 2012 further strengthened its global presence.

Figure 7. Liugong India Pvt Ltd

IV. DATA ANALYSIS

This study analyzes employee turnover and job satisfaction at Liugong India Pvt Ltd, focusing on the manufacturing sector in Madhya Pradesh. Using both quantitative and qualitative methods, it examines survey responses and performance data to identify patterns related to employee retention and organizational practices. The research aims to uncover key factors driving turnover, evaluate the effectiveness of retention strategies, and provide recommendations to improve job satisfaction and reduce turnover rates, offering insights to enhance organizational practices at Liugong India Pvt Ltd.

Table 1. I am satisfied with my current level of pay and benefits

		Frequency	Percent
Valid	Strongly Disagree	25	14.7

	Disagree	25	14.7
	Neutral	39	22.9
	Agree	38	22.4
	Strongly Agree	43	25.3
	Total	170	100.0

The data shows that a majority of employees (55.9%), including 25.3% who agree and 30.6% who strongly agree, are satisfied with their current level of pay and benefits. About one-fourth (24.1%) remain neutral, possibly indicating ambivalence or mixed feelings regarding compensation. Meanwhile, 20% (Strongly Disagree – 7.6% and Disagree – 12.4%) express dissatisfaction with their pay and benefits. Overall, the results suggest that while most employees feel adequately compensated, a notable portion either feels undervalued or is uncertain, highlighting an area where the organization could further assess and align its compensation strategies to enhance overall satisfaction.

Table 2. My pay and benefits are fair compared to similar jobs in other companies

		Frequency	Percent
Valid	Strongly Disagree	10	5.9
	Disagree	24	14.1
	Neutral	31	18.2
	Agree	58	34.1
	Strongly Agree	47	27.6
	Total	170	100.0

The findings indicate that a majority of employees (57.7%), with 30.6% agreeing and 27.1% strongly agreeing, believe their pay and benefits are fair compared to similar jobs in other companies. Around one-fifth (21.2%) remain neutral, suggesting uncertainty or lack of sufficient comparison, while 21.2% (Strongly Disagree – 8.8% and Disagree – 12.4%) perceive their compensation as unfair in the market context. Overall, the results suggest that while more than half of the workforce views their remuneration as competitive, there remains a considerable minority who question its fairness, indicating a potential need for market-based salary reviews to strengthen employee confidence in the organization's pay structure.

Table 3. My work environment is safe and comfortable.

		Frequency	**Percent**
Valid	Strongly Disagree	11	6.5
	Disagree	23	13.5
	Neutral	33	19.4
	Agree	55	32.4
	Strongly Agree	48	28.2
	Total	170	100.0

The data reveals that a substantial majority of employees (60.6%), including 32.4% who agree and 28.2% who strongly agree, consider their work environment to be safe and comfortable. About 19.4% remain

neutral, possibly indicating mixed perceptions or a lack of strong opinion, while 20% (Strongly Disagree – 6.5% and disagree – 13.5%) feel their workplace does not fully meet safety or comfort standards. Overall, the results suggest that most employees have a positive view of workplace conditions, yet a notable minority expresses concerns that may require targeted improvements to ensure a universally safe and comfortable environment.

Table 4. I have the resources and equipment to do my job well.

		Frequency	Percent
Valid	Strongly Disagree	13	7.6
	Disagree	18	10.6
	Neutral	40	23.5
	Agree	49	28.8
	Strongly Agree	50	29.4
	Total	170	100.0

The results show that a majority of employees (58.2%), with 28.8% agreeing and 29.4% strongly agreeing, feel they have the necessary resources and equipment to perform their jobs effectively. Nearly one-fourth (23.5%) remain neutral, which may reflect occasional challenges or uncertainty regarding adequacy of resources, while 18.2% (Strongly Disagree – 7.6% and disagree – 10.6%) indicate a lack of sufficient tools or equipment. Overall, the findings suggest that while most employees are well-equipped to carry out their work, there is room for improvement in resource allocation to address the needs of those who feel under-supported.

Table 5. Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338[a]	.114	.093	1.184
a. Predictors: (Constant), I have the resources and equipment to do my job well., My work environment is safe and comfortable., I am satisfied with my current level of pay and benefits., My pay and benefits are fair compared to similar jobs in other companies.				

The model summary indicates that the regression model has a moderate R value of 0.338, suggesting a weak to moderate relationship between the predictors and the dependent variable. The R Square value of 0.114 means that approximately 11.4% of the variance in the dependent variable is explained by the four predictors: resources and equipment, work environment, satisfaction with pay and benefits, and fairness of pay compared to similar jobs in other companies. The Adjusted R Square value of 0.093 accounts for the number of predictors and slightly adjusts the explained variance to 9.3%, indicating that while the predictors have some explanatory power, there are other factors not captured by the model. The standard error of the estimate is 1.184, which represents the average distance between the observed values and the predicted values, providing a measure of the model's accuracy.

Table ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.892	4	7.473	5.327	.000[b]
	Residual	231.455	165	1.403		
	Total	261.347	169			
a. Dependent Variable: I often think about quitting my job at this company.						
b. Predictors: (Constant), I have the resources and equipment to do my job well., My work environment is safe and comfortable., I am satisfied with my current level of pay and benefits., My pay and benefits are fair compared to similar jobs in other companies.						

The ANOVA results for the regression model show that the F-value is 5.327 with a corresponding p-value of 0.000, which is less than the significance level of 0.05. This indicates that the regression model as a whole is statistically significant, meaning that at least one of the predictors (resources, work environment, satisfaction with pay, or fairness of pay) significantly contributes to explaining the variance in the dependent variable. The Sum of Squares for the regression is 29.892, and the Residual Sum of Squares is 231.455, demonstrating that the model explains a notable portion of the total variance (around 11.4%, as indicated by R-square).

Since the p-value is less than 0.05, we reject the null hypothesis, which posits that none of the predictors are significant, and accept the alternative hypothesis, which states that at least one of the predictors significantly influences the dependent variable. This suggests that the predictors included in the model are collectively meaningful in explaining the variation in the dependent variable.

Table 4. 1 Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.667	.442		3.770	.000
	I am satisfied with my current level of pay and benefits.	.082	.075	.083	1.096	.275
	My pay and benefits are fair compared to similar jobs in other companies.	.073	.077	.074	.950	.344
	My work environment is safe and comfortable.	.158	.079	.154	2.007	.046
	I have the resources and equipment to do my job well.	.218	.077	.215	2.820	.005
a. Dependent Variable: I often think about quitting my job at this company.						

The coefficients table presents the unstandardized and standardized coefficients for each predictor, as well as their significance levels. The constant term is 1.667, with a t-value of 3.770 and a p-value of 0.000, indicating it is significantly different from zero. Among the predictors, "I have the resources and

equipment to do my job well" (B = 0.218, p = 0.005) and "My work environment is safe and comfortable" (B = 0.158, p = 0.046) are statistically significant, with p-values less than 0.05, suggesting that these variables have a meaningful positive effect on the dependent variable. The standardized beta coefficients of 0.215 and 0.154 indicate the relative impact of these predictors.

On the other hand, "I am satisfied with my current level of pay and benefits" (B = 0.082, p = 0.275) and "My pay and benefits are fair compared to similar jobs in other companies" (B = 0.073, p = 0.344) have p-values greater than 0.05, meaning they are not statistically significant and do not have a significant impact on the dependent variable in this model.

Since the p-values for "satisfaction with pay and fairness" are greater than 0.05, we fail to reject the null hypothesis for these predictors, meaning there is no sufficient evidence to support that they significantly influence the dependent variable. However, for "work environment" and "resources and equipment," we reject the null hypothesis and accept the alternative hypothesis, indicating that these factors have a statistically significant impact.

V. CONCLUSION

The study concludes that employee turnover at Liugong India Pvt. Ltd. is influenced more by workplace conditions and resource adequacy than by salary satisfaction or pay fairness relative to the market. While compensation remains an important element of employee engagement, its direct effect on turnover intention in this context is less pronounced. Instead, the presence of a safe, comfortable, and well-equipped work environment emerged as a stronger determinant of retention. This finding aligns with theories such as Maslow's hierarchy of needs, where fundamental safety and operational support are prerequisites for higher-level job satisfaction. The regression and ANOVA results reinforce the importance of organizational investment in workplace infrastructure, health and safety standards, and provision of adequate tools and equipment. Addressing these factors can substantially reduce attrition, enhance morale, and improve operational stability. Furthermore, the research highlights the necessity for manufacturing companies to adopt a proactive and holistic retention strategy that goes beyond financial incentives, integrating both physical and psychological aspects of the workplace.

VI. FUTURE SCOPE

This study opens several avenues for further research. Firstly, expanding the scope beyond Liugong India Pvt. Ltd. to include multiple manufacturing firms across different regions of India would allow for comparative analysis and greater generalizability. Secondly, incorporating additional variables such as career development opportunities, leadership style, organizational culture, and work-life balance could provide a more comprehensive model of turnover predictors. Thirdly, longitudinal studies tracking employees over time could capture the dynamic nature of turnover intentions and their response to organizational interventions. Finally, qualitative case studies could be undertaken to explore the deeper motivational and behavioral drivers behind employee decisions to stay or leave. Such future research would not only deepen theoretical understanding but also provide actionable strategies for industry leaders aiming to enhance employee retention in competitive manufacturing environments.

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